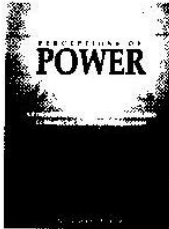


BOOK REVIEW



Jahangir, Nadim. *Perceptions of Power: A Cognitive Perspective of Nationalized Commercial Banks of Bangladesh.* (Dhaka: Centre for Social Studies, 2003, Price: Tk. 500.00 for Institutions, Tk. 300.00 for Students, US \$ 15.00) ISBN: 984-513-016-3

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The book entitled *Perceptions of Power: A Cognitive Perspective of Nationalised Commercial Banks* authored by Dr. Nadim Jahangir (currently Professor and Director, School of Business, Independent University, Bangladesh) is entirely a Ph.D. research based work. This treatise concentrated on Nationalised Commercial Banks (NCBs) in Bangladesh, particularly focusing on managers' use of power and its relationship with employees' organizational commitment and job satisfaction, and several other potential factors influencing the relationship. Earlier researches (Huq, 1991; Rahim & Magner, 1996) focused only on employees' perceptions of managers' use of power in NCBs in Bangladesh, and their findings indicated a positive relationship between managers' use of power and employees' perceptions. But Professor Jahangir's present study differs from the previous ones by linking employees' perceptions of managers' use of power with employees' organizational commitment and job satisfaction. Methodologically speaking, the research problem that Prof Jahangir has identified for the purpose of his study may be enunciated in terms of the following three research questions and three hypotheses:

Research Question One

Do significant differences exist between managers' use of power, procedural justice, organizational commitment and job satisfaction level, by types of bank, gender, age, and education level in NCBs (Agrani Bank, Janata Bank and Sonali Bank) in Bangladesh?

H_{A-1} : There exist significant differences between managers' use of power and procedural justice with employees' organizational commitment and job satisfaction level, by types of bank, gender, age, and education level in NCBs (Agrani Bank, Janata Bank and Sonali Bank) in Bangladesh.

Research Question Two

Is there a significant relationship between managers' use of power and procedural justice with employees' organizational commitment level in NCBs (Agrani Bank, Janata Bank, and Sonali Bank) in Bangladesh?

H_{A-2} : Managers' use of power and procedural justice significantly determine employees' organizational commitment level in NCBs (Agrani Bank, Janata Bank, and Sonali Bank) in Bangladesh.

Research Question Three

Is there a significant relationship between managers' use of power and procedural justice with employees' job satisfaction level in NCBs (Agrani Bank, Janata Bank, and Sonali Bank) in Bangladesh?

H_{A-3} : Managers' use of power and procedural justice significantly determine employees' job satisfaction level in NCBs (Agrani Bank, Janata Bank, and Sonali Bank) in Bangladesh.

Prof. Jahangir's book is a laudable endeavor to assess the role of managers in the context of bank management of Nationalized Commercial Banks (NCBs) in Bangladesh. The book comprises nine chapters addressing a cognitive perspective of Nationalized Commercial Banks in Bangladesh. Each chapter addresses a separate issue and is logically presented. Chapter-I very well portrays the nature and scope of the study. The author is very right in regard to his statement that in a country's economic development the banking system plays a significant role (Page: 13). Chapter-II is devoted to the research context implying genesis of the research problem. In this chapter, discussion on the financial history of Bangladesh, the role of banking system in the growth of an economy, and the development of the banking sector in Bangladesh is really well presented. Chapter-III critically reviews the related literature. The endeavour on the review is very much relevant to managers' use of power in relation to enhanced productivity and motivation skill of employees of NCBs. This is quite likely to be most useful for other researchers in this area. Chapter-IV presents an analysis of the development of conceptual framework on which the author's work is built. The aspects of development of conceptual framework concentrating on the three components i.e. managers' use of power, procedural justice and organizational commitment has been dealt with picturesquely. Chapter-V discusses research methodology the author has followed to carry out his study. Here the presentation on the methodology including the statistical techniques for the purpose of analysis

of the data is, indeed, systematic and scientific. Chapter-VI interprets the findings from questionnaires. The interpretation made in this chapter on the findings from questionnaires is really interesting. The analysis of quantitative data has been made in chapter-VII. Here the analysis as well as interpretation merits appreciation. The findings from interviews have been very well analyzed in chapter-VIII. The author has scientifically tested three hypotheses and interpreted the results systematically. The author's endeavor to dwell upon the implications of qualitative data is also quite successful. In chapter IX, the author has excellently presented the concluding observations and recommendations. Needless to say, the author has properly documented the references of relevant books, journals, monographs, working papers, conference papers, seminar papers etc.

Chapters covered in the book are well organized with appropriate data analysis procedure. The hypotheses have been well formulated and tested and the model proposed is found to be quite appropriate for NCBs of Bangladesh. These are really important for making economic decisions. The basis of his study is sound and the chapter-wise conclusions are quite rational and very well supported by relevant data, analysis and interpretation.

It deserves mention that following the nationalization of the banks in Bangladesh after her independence, management inefficiency was found rampant in the banking sector. As a sequel, the banking sector stood in dire need of building a sound strategy for enhancing management efficiency. So, it was felt necessary to inquire into the managers' relationship with their employees. Without managers' control over employees, NCBs could not participate in financial growth-related activities in an effective way. Therefore, managers' use of power was required to be examined in relation to employees' organizational commitment and job satisfaction within the organization. In western organizational literature, plenty of research works focusing on managers' use of power, employees' organizational commitment, and job satisfaction had piled up. But in Bangladesh, no in-depth study in this area was found to appear in the literature. There was, therefore, a research gap in this particular field in the context of Bangladesh. Scholars in this field felt a great need for doing research in this area. The present author's feeling was also along the same line. His contention was that there was a relationship between managers' use of power and employees' organizational commitment and job satisfaction levels (31-32). All these created a situation for further researches in this area. The nation needed appropriate research-based guidelines to get rid of management problems in the banking sector. The present study of Prof. Jahangir, therefore, gained a lot of ground to see the light of day.

Towards the end, it is evident from the preceding discussions that the study has made an investigation into managers' use of power, procedural justice and their

relationship with employees' organizational commitment and job satisfaction in Nationalized Commercial Banks (NCBs) in Bangladesh. The findings of the study confirm that managers' use of power and procedural justice have an impact on employees' organizational commitment and job satisfaction. This book indicates that similar Western constructs of managers' use of power and procedural justice can also be applied effectively in a culturally different country. The book further indicates the way that managers in NCBs should use to enhance employees' organizational commitment and job satisfaction.

Prof. Jahangir's work is an excellent piece of research study. This can be much useful for smooth functioning of the nationalised commercial banking sector in Bangladesh. The result of his study is that efficient management can be achieved through managers' fair treatment of power on employees (P.195). His further observation is that managers can encourage the employees to enhance their organizational outcomes by fairly using their reward and legitimate power (P.199). Actually, the author's observations are very much real world situation-oriented, and applicable for smooth functioning of commercial banks in Bangladesh.

Prof. Jahangir's study is both extensive and intensive. His study is likely to be followed by the concerned stakeholders to undertake pragmatic steps for laying emphasis on proper banking norms and regulations. Perception power of the managers is highly significant and it adds values to contributing customer relationship management. The author has very well explained all these with proper theoretical and empirical analyses.

This book is the culmination of an exhaustive study of the effect on NCBs in the banking arena of Bangladesh. It provides an evidence of sound research acumen as well as talented penmanship. The study is very much to the point and timely. The author has scientifically analyzed the data collected from primary sources. The book is based on a comprehensive as well as a substantial work in the field of management of banks in Bangladesh.

The language of the book is lucid, logical and straightforward. This book is very rich in sound arguments. The study is concise as well as empirically sound. The book bears the print of his diligent research and sound knowledge from both analytical and quantitative perspectives.

In the end, it is expected that the book will be of great utility value to researchers, professionals and policy makers. The author deserves lofty appreciation for accepting the challenge of writing this book which is both stimulating and fascinating. It presents most useful views in regard to the performance appraisal of nationalized commercial banks in Bangladesh and suggests prudent ways and means to improve the commercial bank management

model. This will also hopefully enhance managerial efficiency and effectiveness of the banking sector of Bangladesh, in particular. This research-based work deserves great appreciation from readers, not only of Bangladesh but other parts of the world also for its meritorious, original and substantial contribution.

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- Rahim, M.A., & Magner, N. R. (1996). Confirmatory factor analysis of the bases of leader power: First-order factor model and its invariance across groups. *Multivariate Behavioral Research*, 31(4), 495-516.